

063 - SOCIAL SERVICES AGENCY

Operational Summary

Mission:

The Social Services Agency is comprised of dedicated, caring, efficient staff whose mission is to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity. We succeed in our mission through encouragement and respect for our clients, partnerships with the community and a commitment to innovation and excellence in leadership.

At a Glance:

Total FY 2003-2004 Projected Expend + Encumb:	381,765,006
Total Recommended FY 2004-2005 Budget:	387,931,080
Percent of County General Fund:	15.71%
Total Employees:	3,885.00

Strategic Goals:

- Provide services to help needy or vulnerable adults and children to receive health care, food, shelter, and clothing.
- Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.
- Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.
- Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.

Key Outcome Indicators:

Performance Measure	2003 Business Plan Results	2004 Business Plan Target	How are we doing?
CALWORKS CASES WITH EARNED INCOME What: The percentage of CalWORKs cases with mandatory Welfare-To-Work participants who report earnings. Why: Welfare reform laws stress client self-sufficiency & personal responsibility through employment.	60% Note: While there was a decline in FY 02/03 due to CalWORKs clients reaching their five-year time limits, the percentage of CalWORKs cases with mandatory Welfare-To-Work participants reporting earnings was 60%, representing an 82% increase from 33% in FY 94/95.	Funding levels have been declining since FY 01/02. This trend will likely continue in FY 03/04. Further service reductions may occur. Numerous business alternatives are being explored to mitigate the effects of these funding reductions while maintaining core services and collaborating with partners.	The longer term increase in cases with income is commendable, and growth in previous years may be due to a good economy and sufficient funding for services. Large numbers of recipients have gone off aid because they have become self-sufficient, or have reached their CalWORKs time limit.

Key Outcome Indicators: (Continued)

Performance Measure	2003 Business Plan Results	2004 Business Plan Target	How are we doing?
MEDI-CAL COVERAGE What: Monthly average no. of persons receiving Medi-Cal less those receiving Medi-Cal in other programs. Why: Monitoring persons served by this program alerts us to the medical requirements of needy families.	231,367 (34,528 increase over FY 01/02) Note: This number excludes those who receive Medi-Cal under CalWORKs, Refugee Cash Assistance, Foster Care, In-Home Supportive Services and Supplemental Security Income.	SSA anticipates challenging fiscal environment in FY 2004/05. SSA will continue to explore innovative processes and partnerships to maximize use of limited resources.	Enrollment numbers for those who received Medi-Cal increased by 18% last year due to regulation changes and outreach efforts. Maintaining existing projects, legislation, and projects that simplify application processing should result in continued increases in enrollment during the next few years.
ADOPTIVE HOME PLACEMENTS What: The number of children adopted in the County of Orange. Why: Placements give children permanency & stability in family environments free from abuse and neglect.	CFS placed 513 children in homes approved for adoptive placements, which represents a 8% increase over the previous year.	CFS anticipates continued challenging fiscal environment in FY 2004/05. The Adoptions Program will continue to explore innovative partnerships and alliances within the community in an effort to maximize use of our limited resources.	The Adoptions Program increased adoptive placements by 8% from the previous year. The program continued to work with private adoption agencies. In spite of the increased placements, there has been a reduction in the number of available families for adoptive placement.
ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY What: This measurement depicts the cumulative amount of preserved/recovered funds of exploited elders. Why: Reports of elder abuse and financial exploitation are increasing.	\$20,341,959 in assets were protected or recovered. This is about the same as FY 01/02.	Further cuts in funding could require that we reduce the level of staffing for this project, which could decrease the amount of assets protected and recovered.	We're able to protect many of the victims of financial abuse. Although recoveries were about the same as FY 01/02, growth is difficult to predict since the estates of many victims are not large. However, robbing an elderly or disabled of their life savings is to rob them of their quality of life.

FY 2003-2004 Key Project Accomplishments:

- The Electronic Benefit Transfer (EBT) System for CalWORKs and Food Stamp clients was fully implemented for all CalWORKs, Food Stamp, RCA and GR clients. Agency program, district, technology systems and accounting staff provided training to all users including clients and Community Based Organizations. Post implementation support has been provided as required.
- Food Stamp accuracy improved in Orange County from 87.35% to 92.32% (10/02 - 07/03). Some activities that facilitated this improvement included implementation of a monthly Food Stamp survey, intense case reviews in continuing and new standardized case review policies, a Change Pilot in ASAP that focuses workers on CW7 processing tasks, the addition of an Agency Food Stamp Coordinator to lead and oversee corrective action tasks and error analysis, the reorganization of the agency's Corrective Action Committee, and new error analysis of supervisory and Program Integrity Coordinator case review data that tracks individual, district, division and agency errors.
- Quarterly Reporting is expected to be implemented effective April 2004. CalWORKs and FS Program Managers have continued to hold monthly Executive Steering Committee meetings with members that include program, operations, accounting, training, and systems staff. Sub-committees with responsibility in all of these areas have been established and are meeting on a regular basis. New program policies are being drafted, an automated budgeting process is being designed, State forms are being ordered, and county forms are being designed. Plans are being developed for training in January and February 2004 for approximately 1,000 FSS/Assistance Payments staff.
- Medi-Cal staff processed the cases affected by the Craig v. Bonta lawsuit in a timely manner. All cases were processed by the December 2003 deadline.
- The Mutual Clients Work Group continues to meet on a monthly basis with a December 2003 target date for implementation. SSA Children and Family Services (CFS) and CalWORKs staff began the development of the Alternate Response System now being called Differential Response to conform to one of the recommendations of the Child Welfare Stakeholders

Group. CalWORKs and CFS staff met with the Children's Research Center (CRC) on 5/2/03 and began discussions regarding the development of a Structured Decision Making (SDM) Risk Assessment Tool for use on CalWORKs clients. A conference call between SSA, Partnership Project and CRC staff on 7/17/03 provided further discussion on the development of the SDM tools including clarification of expectations and identification of preliminary project tasks. CalWORKs and CFS staff continue to research accessing Title IV-E and other possible funding resources for planned prevention services. An evaluation session conducted by U.C. Davis on 6/24/03 provided an assessment of the project's progress and areas that need improvement. A meeting conducted with CRC determined requirements and next steps towards development of a risk assessment tool. Also, a Memorandum of Understanding (MOU) was completed with CRC to begin the first phase of Risk Assessment Tool development. The group has developed a process to identify potential CalWORKs Family Reunification (FR) candidates preparatory to implementing Differential Response.

- Collaboration with other county agencies/departments to facilitate service provision has expanded. Memorandums of Procedures (MOP's) have been developed and renewed annually for FSS, to include: HCA- Behavioral Health Services, HCA-Public Health Nurse, CSA-One Stop Partner, CSA-Community Services Provider. FSS also partners with: District Attorney Child Support Division, Probation and Sheriff's Departments, and participates on the Domestic Violence Council. SSA also collaborates through regular meetings with Community Colleges, Adult Schools, and ROP liaisons.
- Implementation of the CalWORKs 60-month time limit provisions, including identifying available services that are legal and appropriate, and encouraging recipients to become employed and to improve employment advancements prior to expiration of time limits have been completed. As of September 2003, 2,708 (31%) of CalWORKs adult persons have already timed out of CalWORKs. 466 (5%) more CalWORKs adults are expected to time out later in 2003, and 5,727 (64%) adults are expected to remain on aid during 2003. 72% of all adults who have already been discontinued in December 2002, and January and February 2003 are employed or self-employed, before they were timed out.
- SSA has assisted CalWORKs participants to overcome barriers to employment through the Employment Support and Retention services program, with a focus on prioritizing essential services to maximize program effectiveness while reducing the funds available to provide these services. SSA has continued its contract with ACS to provide a range of employment support and retention services. In FY 02-03 ACS provided on average of 3,000 direct and contracted services each month to help participants retain employment. From January through July 2003 approximately \$324,160 was expended per month for retention and support services.
- SSA has developed an accommodation strategy for all CalWORKs participants identified as Learning Disabled. A renewed contract for the 7/03-6/04 Learning Disability evaluations has been approved. The provider attends the SSA Partners Meeting as well as targeted meetings to refine accommodation recommendations.
- A Case Management Best Practices Committee was formed with the goal of increasing the WTW Participation rate. The Committee has developed a draft staff survey to gain insight into focus areas of case management where improvement may be needed. A subcommittee is in the process of being established to review and finalize the survey document.
- Effective 5/1/03, additional data from drop-down menus was developed to identify specific service delivery with corresponding outcomes. Technology Systems is finalizing the table updates. The SMART Operations Committee has agreed to the additional data available in SMART (Service Management Access Resource Tracking.)
- The Mutual Client Committee, with the Children and Family Services and Family Self-Sufficiency managers and staff, developed a policy and procedure effective February 2003 that enables CFS staff to identify and refer CalWORKs parents in a Family Reunification case plan to CalWORKs for continuation of Welfare-To-Work (WTW) services. This CFS Policy has been posted on CFS intranet site. All staff from both divisions have been trained and CFS staff have begun identification and referral of CalWORKs parents for continuation of WTW services. The Mutual Clients Workgroup continues to monitor progress. A match process has been developed for CWS/CMS and CDS computer systems to identify potential candidates for these services. The first list was distributed in June 2003.
- FSS has continued to coordinate services and provide program, resource and benefit information to asylees as well as refugees and victims of trafficking to facilitate their acculturation and transition to self-sufficiency. The service plan was to serve 50 asylees, 254 refugees, and all identified trafficking victims in Orange County. As of September 2003, 68 Asylees,

259 Refugees and 8 Trafficking Victims have been served. FSS has established coordination with agencies serving asylees to facilitate outreach, providing information and referral for asylees to access cash assistance, Food Stamps, Medi-Cal, Refugees Services and health assessment services provided by HCA. Decentralization of the Refugee Cash Assistance Program as of 9/1/03 is providing easier access for refugees, asylees, and trafficking victims to apply for benefits. FSS is currently working with the Office of Refugee Resettlement (ORR) to track trafficking victims from America Samoa who were relocated to Orange County. SSA is working with victims and sponsors to resolve various issues.

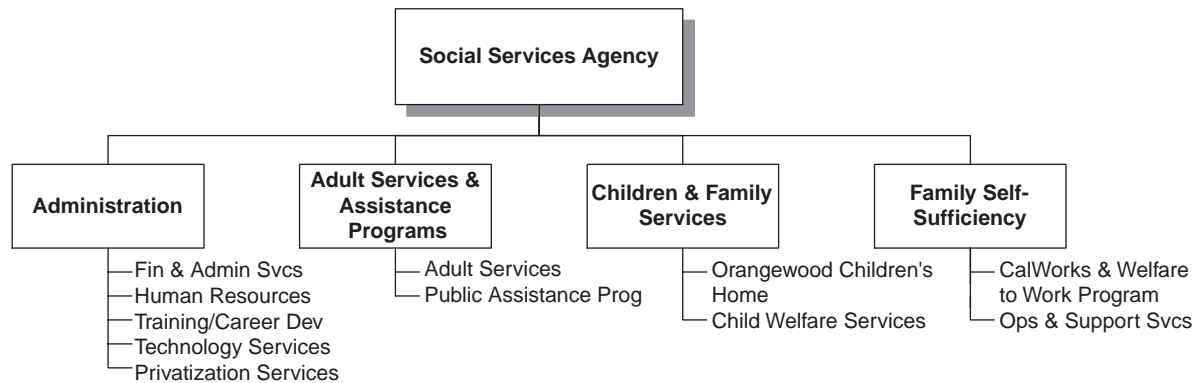
- SSA has continued staff participation on the various Workforce Investment Board Youth Councils to obtain and share information regarding youth employment programs. SSA holds Partner Meetings monthly with the WIBs. FSS serves on the steering committee of the O.C. Workforce Development Committee, which actively supports youth programs.
- Emancipation Services Program (ESP) has doubled the number of youth scheduled each month for Vocational Assessments. ESP has membership on two of the three Workforce Investment Board (WIB) Youth Councils and is seeking membership on the Anaheim WIB Youth Council. Over 282 foster youth have been referred to all 3 WIB Youth Councils' contact services. Independent Living Coaches are assigned to 127 youth, including parenting and emancipated youth. According to a report from the SHPERE Institute in January 2003, 93% of all former Orange County foster youth are enrolled in continuing Medi-Cal benefits. In a query completed September 25, 2003, there were 200 current emancipated foster youth Medi-Cal recipients residing in Orange County.
- The CGT Database was converted to Oracle 9.i and the second phase of Oracle Discoverer training has been completed for all divisions.
- Community-based organizations have been approved to receive Medi-Cal Administrative Activities and Targeted Case Management funding. HCA will establish contracts with those grantees to sustain programs beyond Proposition 10 contract periods. Prop. 10 and SSA have concluded a study group to prioritize recommendations for services to children 0-5 years old in the child welfare system; and these recommendations have been accepted by Prop. 10. Planning for program development includes identifying opportunities for leveraging funding. A contract is currently being drafted to match Orange County Department of Education residual Foster Youth Services funding with Title IV-E funds to re-establish foster youth education progress, tracking services for foster youth age 14 through emancipation.
- FaCT was awarded \$231,686 by the Children and Families Commission of Orange County for 17 months that began 7/01/03, to provide administrative oversight of the Bridges II Program that connects families of newborns with community-based resources including Family Resource Centers (FRCs). FaCT applied for a \$600,000/3 year federal grant offered by the Department of Health and Human Services and other agencies. On 9/24/03, SSA received notification of a full award beginning FY 2003/04. This program is a caregiver relationship-building program primarily targeting child welfare services families and integrating the services with those offered by the FRCs.
- On 9/30/03, the Orange County Board of Supervisors approved nine contract agreements to provide FRC services at \$2,250,000 per year plus an agreement from contractors to match this amount with \$225,000 per year. This includes Family-to-Family Team Decision Making services at four of these FRCs - two each in Santa Ana and Anaheim.
- Health Care Agency provides mental health services to dependent youth in five residential settings and five community based clinics. In September 2003, services were provided to more than 1,193 children. Emancipation Services Program is collaborating to establish Service Learning tutors for foster youth at some of the FRCs. Foster youth tutoring referrals to the Friendly Center in Orange began on 10/01/03, and it is hoped that other FRCs will also be able to provide space for this activity.
- Children and Family Services has developed some effective alternatives to group home placement. As of September 2003, 200 foster children have participated in the Wraparound program. HCA and SSA are implementing a California Institute of Mental Health project to develop Multidimensional Treatment Foster Care foster homes. UC Davis provided additional Family Group Decision Making (FGDM) training to Independent Living Program staff and Independent Living Coaches to expand the pool of ILP coordinators. Increased services are now available to "at risk" group home children. Twenty-seven FGDM meetings were held with children who are in group home placements. Twenty-two of these meetings

addressed the youth's emancipation plans. A second apartment complex has been established for the Olive Crest contract for Transitional Housing Placement Program (THPP), bringing the current placement count to twelve youth in the two facilities. Two other group home organizations have expressed an interest in converting their facilities to THPP contracts.

- Children and Family Services has improved its use of the CWS/CMS system. Ad hoc reports track data entry of selected data elements for the Health and Education Passport. Currently, the percentage of placement cases with health data entered is 96% and the percentage of placement cases of children 5 years of age and older with education data entered is 85%. CFS Management identified a goal of contact data entry within 7 business days. The Program Development Unit developed an interim Policy and Procedure and several supporting documents to assist staff in entering the required data. As of September 2003, 81% of all compliance contacts were being entered within the 7-business-day goal. The contact data entry goal is 90% or better.
- The social behavior of the youth housed at Orangewood Children's Home (OCH) has improved. Since the implementation of the Orangewood Active Teaching Therapeutic Approach. (O.A.T.T.A.) program, there has been a significant decrease in the number of Special Incident Reports; in the number of youth requiring removal from school; the number of situations requiring use of the Emergency Intervention Program; and the number of youth requiring psychiatric hospitalization. The success of the O.A.T.T.A. program is most apparent in the Adolescent Girls Cottage, where, in addition to the above-mentioned indicators, there has been a decrease in the number of youth requiring frequent placement changes returning to the cottage, and stability in placements outside Orangewood for a core group of youth. The Intermediate and Adolescent Youth regularly complete Exit Interviews and Youth Opinion Surveys, which are administered by Boys and Girls Town staff. The youth indicate, through these surveys, that they are being taught beneficial social skills and that these skills will be useful to them once they leave OCH. To date, there have been 373 staff trained in the O.A.T.T.A. Program. The current focus of Orangewood Administration and Boys and Girls Town staff is on technical support to assist Orangewood with becoming autonomous. Orangewood training staff has assumed full responsibility for presenting the initial 40-hour Managing Youth in Short Term Care (MYSTIC) workshop.
- Children and Family Services has implemented the provisions of the Adoptions and Safe Family Act (ASFA). The California Department of Social Services has issued the directives for county compliance with the new process to approve relatives to care for dependent children. CFS program development staff has provided continuous direction to deputies/staff as to the need for full compliance to protect the Agency's funding streams. A Title IV-E audit of foster care eligibility cases was completed on 6/4/03. Cases reviewed were found to be in compliance with ASFA regulations. Program Improvement Plan (PIP) activities are in progress in preparation for another audit in 2005. Seven training sessions to CFS staff were completed with emphasis on correct utilization of federal funding. Orange County passed the Federal Title IV-E audit with 100% compliance.
- Children and Family Services continues its foster and adoptive family recruitment and retention efforts. The Foster Parent Conference funded with HCA funds allowed over 500 foster parents to update training on May 17, 2003. Sixteen potential foster parents attended the conference. Nine families are either enrolled or plan to enroll in classes this year. Foster Parent Support Services has identified over 30 community classes that will qualify for the annual training required for foster parents.
- Children and Family Services continues to integrate Structured Decision Making (SDM) into the provision of child welfare services. Web based Structured Decision Making (SDM) was implemented on October 1, 2003. This version of SDM requires supervisor review and approval for every completed assessment. All users of SDM completed refresher training in 2003.
- Children and Family Services staff is improving outcomes for dependent children as measured by the Adoption and Safe Families Act (ASFA) Federal Outcome Measures. CFS is in the process of implementing the required Adoption and Foster Care Analysis and Reporting System (AFCARS) reviews and updates at least once every six months in addition to the existing reviews at the time of case transfers, new placements, and case closures. This regular review is expected to improve the accuracy of AFCARS data elements that are measuring the outcomes of our services to dependent children.

- The Community Partnership Program designed to identify, recruit, and enroll local organizations to assist SSA caseworkers in providing essential resources to families in need has been implemented. The goal is to solicit and recruit community organizations and SSA Caseworkers for this program. Caseworkers are then matched with these community organizations to provide essential resources to families in need. We have a total of 174 CFS and FSS caseworkers participating in the Community Partnership Program, with 162 currently matched with an organization.
- The agency collaborated with community partners and other agencies to ensure that staff in outstationed assignments were effectively utilized so that services to clients were maximized. Specifically, quarterly meetings were held with the Hospital Association of Southern California, Family Resource Centers and County Island partners to discuss facility issues and plan strategies for increased application referrals. One new strategy at County Island sites included taking Food Stamp applications in addition to Medi-Cal applications. Another strategy implemented was the development of a monthly report that tracks application levels below 85% of target at individual facilities.
- Children and Family Services provided technical assistance to both SSA-funded and non-funded Family Resource Centers to improve their effectiveness and capacity to provide child abuse prevention and family support services. In 2003, SSA provided fourteen hours of training to 231 FRC staff and their community partners in five different workshops and an additional 38 hours of training to 754 participants in twelve workshops and one all-day conference. Participants gave the workshops an overall rating of 4.5 out of 5.
- Monthly volunteer orientation and training sessions were conducted in 2003 to promote the involvement of the community in a variety of programs that are especially vital in a period of funding reductions.
- SSA is partnering with the Health Care Agency and other community partners to expand the Child Abuse Services Team (CAST). A SSA/HCA workgroup comprised of fiscal, program and contract staff met biweekly to solidify a leveraged fiscal plan using government and community funds. The Hoag Foundation donated \$500,000 and contract negotiations have begun to expand the Child Abuse Services Team (CAST).
- Adult Protective Services has continued to utilize the expertise of private and public experts in the community to address abuse of elder and dependent adults through participation in multidisciplinary case conferences, including Financial Abuse Specialist Team (FAST), Multidisciplinary Team (MDT), and the Vulnerable Adults Specialist Team (VAST). APS has chaired 10 MDT meetings and has presented a total of 180 cases at FAST/VAST/MDT meetings.
- Plans have been developed for the transformation of business processes to gain maximum value for the Agency and all of its collaborative partners from the implementation of CalWIN. These plans include clerical and reception services, Intake and Initial Services, Continuing and Ongoing Services, Employment/Welfare-To-Work and General Relief /Work Program services as well as Fiscal Services. A redesigned organizational structure has been formed to begin the complex process of refining and implementing the plans. These efforts are being coordinated with the appropriate labor groups (AFSCME and OCEA).
- On May 8, 2003, SSA's 888 N. Main Street building was successfully linked to the County's Enterprise ATM network. Evaluation and further implementation is being considered.
- Continue data sharing efforts in support of the County's annual homeless needs assessment. When appropriate, work with County agencies to research options to link regional data systems. In all cases, SSA is ensuring that data sharing efforts are in compliance with all federal, state, and local confidentiality and data sharing requirements.

Organizational Summary



ADMINISTRATION - Supports the goals of the agency by implementing, facilitating, and coordinating administrative services and projects through fiscal management, human resources, accounting, systems, training, research, privatization services, strategic planning, legislative analysis, and program integrity functions.

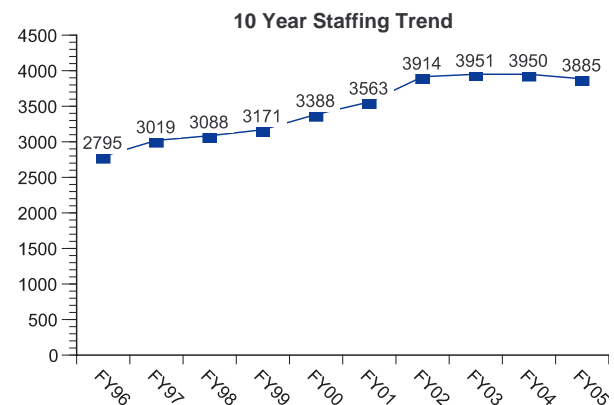
ADULT SVCS & ASSISTANCE PRGRM - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

CHILDREN & FAMILY SERVICES - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

FAMILY SELF-SUFFICIENCY - Administers Federal, State and County mandated Refugee Cash Assistance program and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

DIRECTOR - Supports the goals of the agency by directing all agency programs and operations.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- SSA staffing levels have decreased from FY 02 to present due to deletion of long term vacant positions and an early retirement incentive offered in FY 03.
- SSA staffing levels increased from FY 98 to FY 02 due to the following:
 - Medi-Cal, Food Stamps, Adult Protective Services, In-Home Supportive Services, Multipurpose Senior Services, Foster Care, Child Welfare Services Caseload Growth
 - Governor's Adoptions Initiative
 - County Restructuring
 - Welfare Reform
 - Orangewood Children's Home (AB 1197)

- Technology Support for Mandated Systems
- Placement Resources and Support
- Transfer of Multipurpose Senior Services Program from CSA
- Independent Living Program
- Child Welfare Services Workload Relief
- Transfer of Welfare Fraud Investigation Staff from District Attorney
- Transfer of Proposition 10 positions to SSA

Changes Included in the Recommended Base Budget:

Reduction in Adult Protective Services, CalWORKs, Food Stamps, Child Welfare Services, and Medi-Cal programs due to no state funding for the increased cost of doing business.

Retirement rate increases.

Health and other insurance rate increases.

Reduced costs in areas which would have a minimal impact on services to clients including vacancy factor, temporary help, office expense, contracted services, facility maintenance, and equipment to absorb net county cost increases.

Deferral of capital projects and candidate systems.

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA has developed strategic priorities plans for Child Welfare Services, Food Stamp Fiscal Sanction, and In-Home Supportive Services, Public Authority, Wage Increase and Caseload.

Requested Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
IHSS Public Authority Amount: \$ 652,614	Based on proposed State Budget cuts, this funding would allow for the continued function of the P.A.	To continue operations of the IHSS Public Authority, providing training and information to clients.	063-749
Additional requirement to maintain IHSS current level of wages Amount: \$ 8,176,773	This will provide funding to backfill for the State's proposed budget reduction to provider wages.	Continue to provide current contract wages to IHSS providers	063-746
Additional requirement to maintain IHSS Residual Program Amount: \$ 4,599,435	To provide funding to continue the IHSS residual program.	Continue to fund the IHSS Residual Program.	063-747
Add CalWIN Training Staff (FY 04-05) Amount: \$ 704,006	Funding and positions to provide training for staff on the new CalWIN Project.	This will provide training on the CalWIN system to 2,605 SSA staff and 1000 staff in other agencies.	063-606
CWS Workload Relief (FY 04-05) Amount: \$ 2,722,952	This BAR will provide workload relief by filling 32 vacant positions to be dispersed in nine units.	This will also result in increased efficiencies to the Child Abuse Registry.	063-568
Level of Service for IHSS after Proposed State Reductions Amount: \$ 1,175,269	Provide funding to continue the IHSS program is all State proposed reductions are realized.	Provide current level of service to IHSS clients.	063-392

Proposed Budget and History:

Sources and Uses	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected ⁽¹⁾ At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Total Positions	-	3,889	3,889	3,885	(4)	-0.10
Total Revenues	353,636,210	364,888,277	353,487,218	362,285,580	8,798,362	2.49
Total Requirements	369,749,216	393,247,370	384,682,063	387,931,080	3,249,017	0.84
Net County Cost	16,113,006	28,359,093	31,194,845	25,645,500	(5,549,345)	-17.79

(1) Requirements include prior year encumbrances and expenditures. Therefore, the above totals may not match FY 2003-2004 projected requirements included in "At a Glance" (Which exclude these).

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page 486.

Highlights of Key Trends:

- Consistent with the State budget, assumes funding allocations from the State for administration of most SSA programs will be at FY 03/04 level.

Budget Units Under Agency Control

No.	Agency Name	Administration	Adult Svcs & Assistance Prgrm	Children & Family Services	Family Self-Sufficiency	Director	Total
063	Social Services Agency	47,792,273	94,802,475	133,301,254	111,841,401	193,677	387,931,080
065	Calworks Family Group / Unemployed Parents	0	0	0	108,822,507	0	108,822,507
066	Aid To Families With Dependent Children - Foster C	0	0	123,625,160	0	0	123,625,160
067	Aid To Refugees	0	0	0	317,373	0	317,373
068	Case Data System	0	0	0	0	0	0
069	General Relief	0	1,276,818	0	0	0	1,276,818
14T	Facilities Development And Maintenance	0	0	7,800,540	0	0	7,800,540
590	In-Home Supportive Services Public Authority	0	836,684	0	0	0	836,684
	Total	47,792,273	96,915,977	264,726,954	220,981,281	193,677	630,610,162

063 - SOCIAL SERVICES AGENCY

Summary of Proposed Budget by Revenue and Expense Category:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected ⁽¹⁾ At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Revenue From Use Of Money And Property	\$ 198,527	\$ 42,000	\$ 35,000	\$ 35,000	\$ 0	0.00%
Intergovernmental Revenues	352,217,135	354,160,101	346,064,081	360,586,535	14,522,454	4.20
Charges For Services	742,620	1,003,399	957,758	1,392,293	434,535	45.37
Miscellaneous Revenues	365,679	247,461	118,800	72,267	(46,533)	-39.17
Other Financing Sources	112,249	9,435,316	6,311,579	199,485	(6,112,094)	-96.84
Total Revenues	353,636,210	364,888,277	353,487,218	362,285,580	8,798,362	2.49
Salaries & Benefits	222,155,621	236,873,533	233,963,575	241,810,569	7,846,994	3.35
Services & Supplies	114,118,202	116,022,293	112,902,339	115,755,085	2,852,746	2.53
Other Charges	37,694,506	41,302,299	38,761,415	33,382,029	(5,379,386)	-13.88
Fixed Assets	710,683	3,736,873	3,742,363	530,911	(3,211,452)	-85.81
Other Financing Uses	193,611	0	0	0	0	0.00
Intrafund Transfers	(5,123,407)	(4,687,628)	(4,687,628)	(3,547,514)	1,140,114	-24.32
Total Requirements	369,749,216	393,247,370	384,682,063	387,931,080	3,249,017	0.84
Net County Cost	\$ 16,113,006	\$ 28,359,093	\$ 31,194,845	\$ 25,645,500	\$ (5,549,345)	-17.79%

(1) Requirements include prior year encumbrances and expenditures. Therefore, the above totals may not match FY 2003-2004 projected requirements included in "At a Glance" (Which exclude these).

Proposed Budget Summary of Administration:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected ⁽¹⁾ At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Intergovernmental Revenues	\$ 47,795,158	\$ 46,023,060	\$ 49,160,686	\$ 43,727,969	\$ (5,432,717)	-11.05%
Miscellaneous Revenues	126,859	0	0	0	0	0.00
Other Financing Sources	0	3,203,261	0	0	0	0.00
Total Revenues	47,922,017	49,226,321	49,160,686	43,727,969	(5,432,717)	-11.05
Salaries & Benefits	21,723,882	20,551,428	22,564,503	21,714,398	(850,105)	-3.77
Services & Supplies	27,938,300	28,630,179	28,414,925	25,076,312	(3,338,613)	-11.75
Other Charges	1,489,304	1,504,003	1,645,530	898,032	(747,498)	-45.43
Fixed Assets	396,808	3,706,873	3,712,363	353,531	(3,358,832)	-90.48
Intrafund Transfers	(378,945)	(276,000)	(276,000)	(250,000)	26,000	-9.42
Total Requirements	51,169,350	54,116,483	56,061,322	47,792,273	(8,269,049)	-14.75
Net County Cost	\$ 3,247,332	\$ 4,890,162	\$ 6,900,636	\$ 4,064,304	\$ (2,836,332)	-41.10%

Proposed Budget Summary of Adult Services & Assistance Program:

Revenues/Appropriations	FY 2002-2003		FY 2003-2004		FY 2003-2004		Change from FY 2003-2004				
	Actual		Budget As of 3/31/04		Projected ⁽¹⁾ At 6/30/04		Projected Amount Percent				
FY 2004-2005 Recommended											
Intergovernmental Revenues	\$	82,469,611	\$	86,834,443	\$	82,125,532	\$	86,751,267	\$	4,625,735	5.63%
Charges For Services		0		50,000		12,859		0		(12,859)	-100.00
Miscellaneous Revenues		25,360		104,311		0		0		0	0.00
Other Financing Sources		9,646		6,214,498		6,311,498		61,189		(6,250,309)	-99.03
Total Revenues		82,504,616		93,203,252		88,449,889		86,812,456		(1,637,433)	-1.85
Salaries & Benefits		62,044,355		69,019,258		65,912,772		68,765,964		2,853,192	4.33
Services & Supplies		14,424,856		14,668,452		13,347,409		15,830,744		2,483,335	18.61
Other Charges		11,965,169		18,845,162		17,750,600		11,699,578		(6,051,022)	-34.09
Fixed Assets		226,040		0		0		35,000		35,000	0.00
Intrafund Transfers		(2,090,197)		(619,124)		(619,124)		(1,528,811)		(909,687)	146.93
Total Requirements		86,570,223		101,913,748		96,391,658		94,802,475		(1,589,183)	-1.65
Net County Cost	\$	4,065,607	\$	8,710,496	\$	7,941,769	\$	7,990,019	\$	48,250	0.61%

Proposed Budget Summary of Children & Family Services:

Revenues/Appropriations	FY 2002-2003		FY 2003-2004		FY 2003-2004		Change from FY 2003-2004				
	Actual		Budget As of 3/31/04		Projected ⁽¹⁾ At 6/30/04		FY 2004-2005 Recommended	Projected Amount Percent			
Intergovernmental Revenues	\$	114,546,561	\$	113,977,023	\$	111,594,061	\$	120,150,202	\$	8,556,141	7.67%
Charges For Services		700,469		953,399		944,899		1,392,293		447,394	47.35
Miscellaneous Revenues		70,963		108,000		108,000		61,467		(46,533)	-43.09
Other Financing Sources		102,603		0		81		0		(81)	-100.00
Total Revenues		115,420,596		115,038,422		112,647,041		121,603,962		8,956,921	7.95
Salaries & Benefits		87,743,888		91,921,149		91,959,574		96,142,218		4,182,644	4.55
Services & Supplies		29,403,447		35,045,495		34,533,752		34,642,988		109,236	0.32
Other Charges		3,108,413		3,581,405		2,085,564		3,652,751		1,567,187	75.14
Fixed Assets		87,835		25,000		25,000		117,000		92,000	368.00
Intrafund Transfers		(1,938,384)		(3,792,504)		(3,092,504)		(1,253,703)		1,838,801	-59.46
Total Requirements		118,405,200		126,780,545		125,511,386		133,301,254		7,789,868	6.21
Net County Cost	\$	2,984,604	\$	11,742,123	\$	12,864,345	\$	11,697,292	\$	(1,167,053)	-9.07%

Proposed Budget Summary of Family Self-Sufficiency:

Revenues/Appropriations	FY 2002-2003	FY 2003-2004	FY 2003-2004	FY 2004-2005	Change from FY 2003-2004	
	Actual	Budget As of 3/31/04	Projected ⁽¹⁾ At 6/30/04		Projected	
				Recommended	Amount	Percent
Revenue From Use Of Money And Property	\$ 159,180	\$ 0	\$ 0	\$ 0	\$ 0	0.00%
Intergovernmental Revenues	106,545,978	106,820,574	103,183,802	109,957,097	6,773,295	6.56
Miscellaneous Revenues	130,809	0	0	0	0	0.00
Other Financing Sources	0	17,557	0	0	0	0.00
Total Revenues	106,835,968	106,838,131	103,183,802	109,957,097	6,773,295	6.56
Salaries & Benefits	48,651,823	54,788,225	53,182,726	54,606,563	1,423,837	2.68
Services & Supplies	41,055,324	37,619,218	36,271,406	40,077,790	3,806,384	10.49

Proposed Budget Summary of Family Self-Sufficiency:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected ⁽¹⁾ At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Other Charges	20,186,761	17,371,729	17,279,720	17,131,668	(148,052)	-0.86
Fixed Assets	0	5,000	5,000	25,380	20,380	407.60
Other Financing Uses	193,611	0	0	0	0	0.00
Total Requirements	110,087,519	109,784,172	106,738,852	111,841,401	5,102,549	4.78
Net County Cost	\$ 3,251,551	\$ 2,946,041	\$ 3,555,050	\$ 1,884,304	\$ (1,670,746)	-47.00%

Proposed Budget Summary of Director:

Revenues/Appropriations	FY 2002-2003 Actual	FY 2003-2004 Budget As of 3/31/04	FY 2003-2004 Projected ⁽¹⁾ At 6/30/04	FY 2004-2005 Recommended	Change from FY 2003-2004 Projected	
					Amount	Percent
Revenue From Use Of Money And Property	\$ 39,347	\$ 42,000	\$ 35,000	\$ 35,000	\$ 0	0.00%
Intergovernmental Revenues	859,826	505,001	0	0	0	0.00
Charges For Services	42,152	0	0	0	0	0.00
Miscellaneous Revenues	11,688	35,150	10,800	10,800	0	0.00
Other Financing Sources	0	0	0	138,296	138,296	0.00
Total Revenues	953,013	582,151	45,800	184,096	138,296	301.96
Salaries & Benefits	1,991,673	593,473	344,000	581,426	237,426	69.02
Services & Supplies	1,296,275	58,949	334,846	127,251	(207,595)	-62.00
Other Charges	944,858	0	0	0	0	0.00
Intrafund Transfers	(715,881)	0	(700,000)	(515,000)	185,000	-26.43
Total Requirements	3,516,924	652,422	(21,154)	193,677	214,831	-1,015.56
Net County Cost	\$ 2,563,912	\$ 70,271	\$ (66,954)	\$ 9,581	\$ 76,535	-114.31%